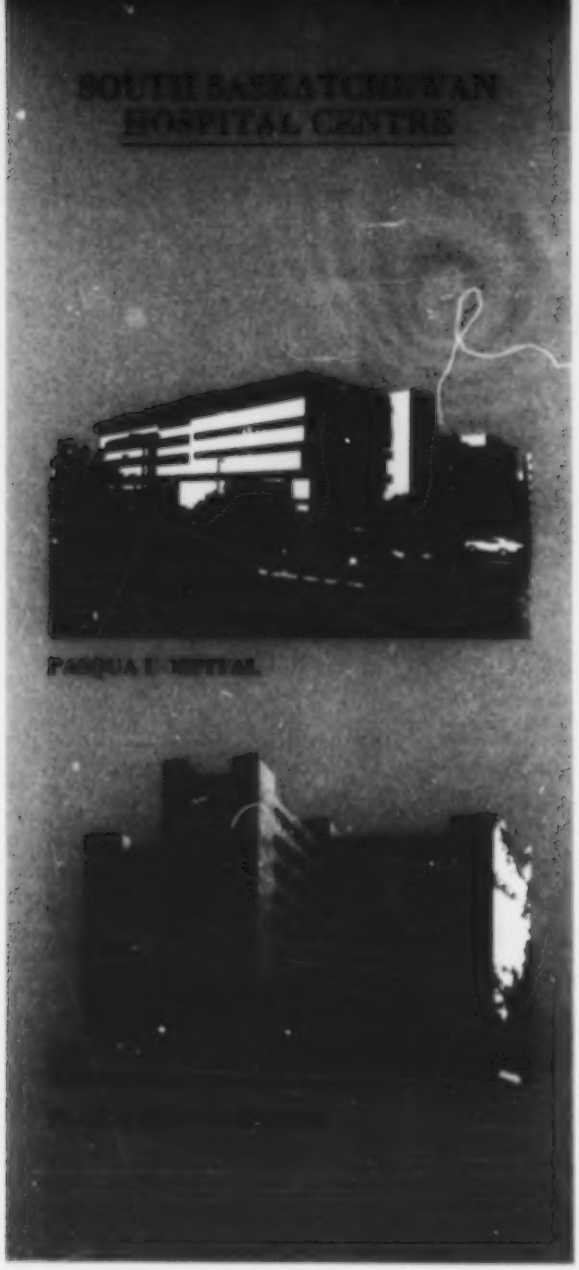
PASQUA HOSPITAL

PLAINS HEALTH CENTRE



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MISSION:

The mission of the South Saskatchewan Hospital Centre is to provide the highest possible standard of health care, and encourage multi-disciplinary participation and teamwork within an environment of compassion, knowledge, experience and trust.

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BOARD OF GOVERNORS

Ronald E. Shirkey, Q.C.
Chairman

Dr. Reid Robinson
Vice-Chairman

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Keith Laxdal

Jean Mahoney

Dr. Ian McDonald

Caroline McGillivray

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William Wheatley

Wolfgang Wolff

Glenda Yeates

REPORT OF THE CHAIRMAN AND EXECUTIVE DIRECTOR

Ronald E. Shirkey, Q.C.
Chairman

Harvey H. Fox
Executive Director

THE YEAR IN REVIEW

Moving forward into the 1990's and planning for the twenty-first century has been an integral component of our Long Range Strategic Planning. The Board of Governors adopted the Mission Statement for the Centre in the Spring of 1989. The following sentence summarizes the Mission Statement concept:

The Mission of the South Saskatchewan Hospital Centre is to provide the highest possible standard of health care, and encourage multi-disciplinary participation and teamwork within an environment of compassion, knowledge, experience and trust.

This statement and the principles under which the Centre functions will guide our planning as we strive to develop programs and services to meet the needs of the community in the decade ahead.

During the year, the Board of Governors' deliberations covered many topics. A few of those, which have an impact on the Centre as a whole, will be reviewed in this report.

The importance of a computerized Hospital Information System in managing all aspects of patient care cannot be understated in the 1990's. To accomplish a total information system, members of the Board, together with Administration and Staff, established a committee to develop a comprehensive document which could be used to select a vendor to supply the hardware and software to meet our needs.

Many months of intensive work resulted in a short list of vendors being interviewed by year end. The acquisition of a computerized Hospital Information System is nearing a reality as we work towards the selection of the appropriate system and begin the phased installation program. "Change" will be the byword over the next several years as the implementation of the Hospital Information System becomes a reality.

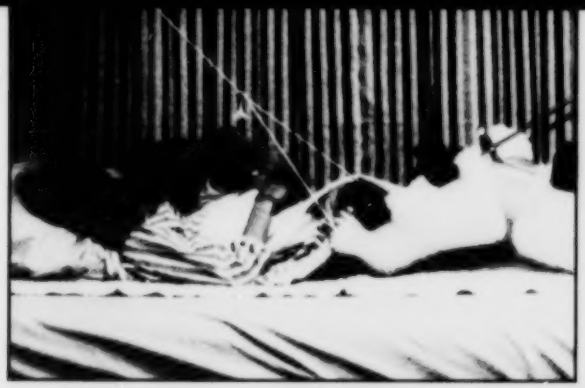
The move to a contracted service within the Centre received considerable discussion and was not entered into lightly. A contract was awarded for the provision of Housekeeping Services at the Plains Health Centre which included a computerized linen management service, staff education and training programs, Quality Assurance programs, continued employment of staff in the department and an annual reduction in costs. By year end, this move had proven to be effective, both from a management and financial point of view.

As a joint undertaking with the Regina General Hospital and Wascana Rehabilitation Centre, a management consulting firm was appointed to conduct a Bed Needs and Services Study for the City of Regina. The purpose of the study is to determine the appropriate allocation of beds and services so that planning for programs, expansions and renovations will meet the needs of our community and surrounding area.

We look forward to the completion of this study when more intensive planning can be undertaken for the expansion of the Critical Care areas at the Plains Health Centre and for the Geriatric Program and Palliative Care Unit at the Pasqua Hospital.

Our Quality Assurance Programs have continued to be an integral part of the ongoing evaluation of the Centre's activities. These reviews have been an effective measurement tool and will assist in developing innovative approaches in the future.

Upon the recommendation of the Medical Advisory Committees, a Medical/Nursing Liaison Committee was

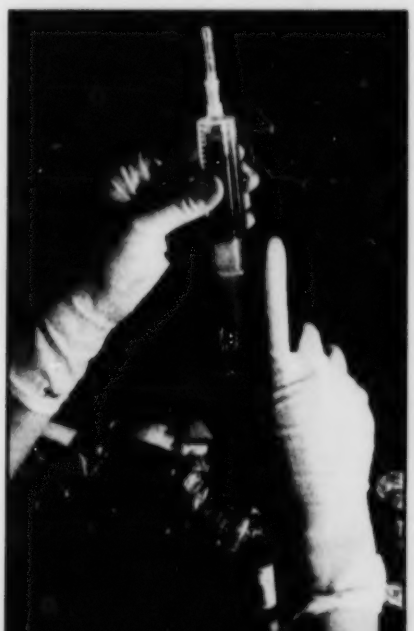


established with representatives from the Nursing Department appointed to all medical departmental meetings. This innovative action is expected to increase communication and ultimately benefit the overall care of our patients.

A survey by the Canadian Health Facilities Accreditation team in June 1989 resulted in a two year accreditation for the Plains Health Centre.

Financially, the Centre has again been able to achieve a surplus at year end. The vigorous efforts of all hospital staff to control expenditures has allowed us to maintain a positive picture and to build a foundation for future growth and development.

The role of the Volunteers and Auxiliary within the South Saskatchewan Hospital Centre is invaluable in meeting the needs of the patients and their families. Each member of this exceptional group is to be commended for their willingness to help whenever and wherever they are needed.



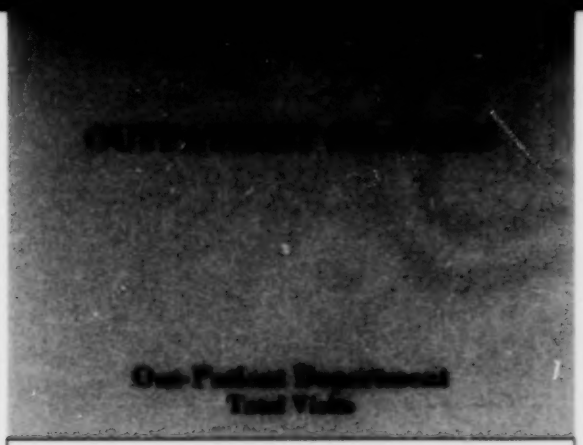
The Board of Governors and Administration extend their appreciation to the medical and hospital staff, for their continued dedication to caring for our patients with understanding and compassion. The letters and cards received from former patients would indicate that thoughtful caring for others makes a difference and helps make SSHC a health-care organization with a difference.

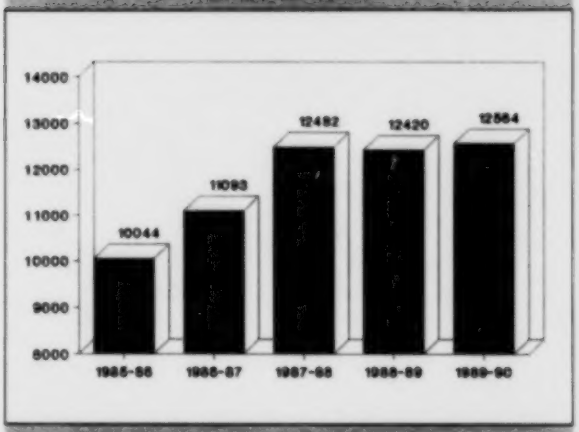
Ronald E. Shirkey, Q.C.
Chairman
Board of Governors

Harvey H. Fox
Executive Director

SENIOR MANAGEMENT GROUP

Harvey H. Fox, Executive Director
Bernie McCallion, Administrator, Pasqua Hospital
Dick Chinn, Administrator, Plains Health Centre
Bob Allen, Assistant Administrator, Pasqua Hospital
Rita Folk, Assistant Administrator, Pasqua Hospital
Chris Histed, Administrative Assistant, Pasqua Hospital
Roberta Mireau, Assistant Administrator, Plains Health Centre
Linda Zordel, Assistant Administrator, Plains Health Centre
John Allen, Director of Finance
Ruth Lawrence, Director of Public Relations & Development
Jim Morris, Director of Planning & Systems
Jacques Pelletier, Director of Personnel





The trend towards the increased provision of outpatient services is prevalent throughout the health care industry. Treatment and technological advancements have primarily contributed to the introduction of more wide spread outpatient techniques.

These service alternatives offer patients more efficient and effective high quality medical treatments. From a cost perspective, these procedures present a more prudent and appropriate use of resources in addressing patients' medical problems. Patients experience minimal disruption to their normal lifestyles and can often resume their day to day routines at a faster rate than could previously be realized through traditional treatment regimens.

The following graphs show the significant growth that has occurred in some of our major outpatient services over the years.

The Outpatient Department at the Pasqua Hospital is attached to the Emergency Department. It is operational from 7:30 a.m. to 4 p.m. Monday to Friday.

Minor outpatient surgery, cast clinic and outpatient dressing service (e.g. stitch removal, dressing changes, etc.) are provided within this area.

The enhancement of the orthopedic program has contributed significantly to the growth of the outpatient department. Since 1985/86 the number of procedures performed has increased by 32%. At present, approximately 2/3 of the care provided is attributable to casting and postoperative checks.

ARTHROSCOPIC SURGERY

At one time, knee surgery followed an "open - cut" format which damaged healthy structures on route to locating and rectifying the knee's "problem area." Typically, patients could expect to return to their normal lifestyle in approximately two months. During this period, the patient may be given crutches and/or a knee brace to assist with his or her recovery.

New technology has radically altered the approach to some forms of knee repair. Where possible, patients can undergo arthroscopic surgery. This involves the formation of a few small holes to allow the arthroscope to enter the knee permitting the surgeon to view the internal structures of the joint. The problem area can then be pinpointed and the arthroscope used to restore the damaged area.

The arthroscope has truly revolutionized knee treatments. Patients receiving this form of intervention typically do not leave the hospital with crutches or a brace, but only a tensor bandage. This changes the mind set of the patient giving him/her a greater immediate sense of well being. The patient initiates the rehabilitation process right away and in most cases will be able to assume normal activities within two weeks.

Arthroscopic surgery has enabled the orthopod to more accurately diagnose knee problems. In combination with increased knowledge about the knee, this has led to a higher degree of skill in establishing a correct diagnosis and initiating the appropriate treatment.

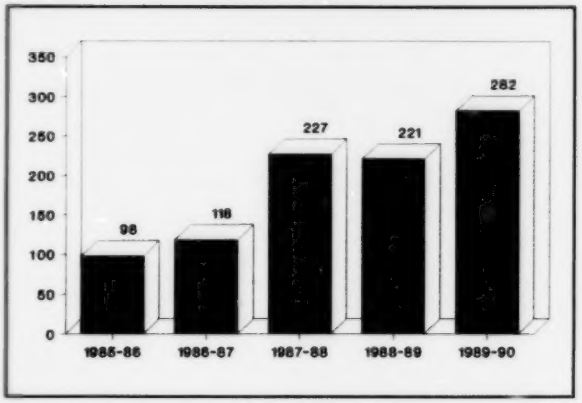
Undoubtedly, there will be an ongoing demand for arthroscopic treatments given generally increased athletic participation, higher calibre athletic involvement at a younger age and the proliferation of the weekend athlete.

THE GASTROENTEROLOGY UNIT

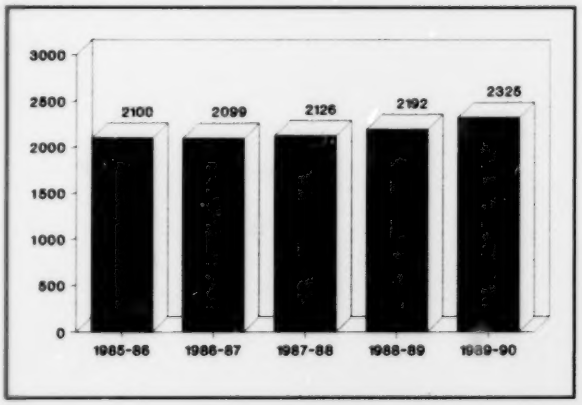
The development of the gastroenterology unit at the Pasqua Hospital in the early 1980's was one of the initial steps which focused on providing specific services on an outpatient basis. In the earlier years, activities were limited to such procedures as upper endoscopies and colonoscopies. However, with the overall growth of the program and the development of new technologies other diagnostic G.I. testing have been developed. Examples include esophageal motility testing (motility studies diagnosed disorders of muscle function of the esophagus), hydrogen breath analysis (determination of carbohydrate malabsorption in the intestines), and new pH monitoring procedures (monitoring of reflex stomach acid over a 24 hour period).

The chart gives some indication to the steadily increasing volume of procedures being done by the gastroenterology unit at the Pasqua Hospital. The G.I. unit at the Pasqua Hospital is the only facility in the city which is actively involved in a wide variety of drug studies. These trials evaluate the efficacy of drugs in the treatment of a variety of G.I. conditions.

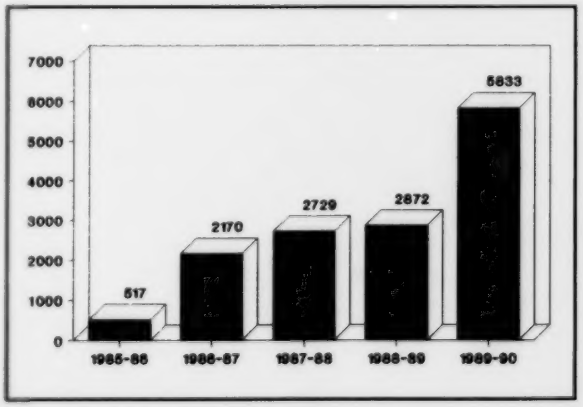
Arthroscopy
(Knee Surgery)



Gastroenterology Unit
Number of Procedures



Ophthalmology
All Outpatient Visits



OPHTHALMOLOGY PROGRAM

The ophthalmology department at Pasqua Hospital was developed in the mid 1980's and is presently the major service for southern Saskatchewan. It is unquestionably the single largest growth program at Pasqua Hospital and performs a significant portion of the procedures on an outpatient basis. It performs a wide variety of procedures including orthoptics, visual fields, biometries, lasar treatments, angiograms, as well as recently added new procedures such as cryotherapy and fluid gas exchange.

The growth of this program is evidenced by the following graph which shows the phenomenal growth of its outpatient activities.

All factors point to an ever increasing role of program expansion in ophthalmology.

TELEVISION PROGRAMMING ... A BENEFIT TO PATIENTS AND STAFF

PATIENT EDUCATION TELEVISION

In 1989, the Plains Health Centre began using Patient Education Television (P.E.T.). P.E.T. is a computerized television system that provides free health education to all patients. By turning on the television set in their room, targeted patient groups may watch educational video tapes at designated times. Evening and weekend programs are of interest to both patients and family members.

Over the last year, Patient Education Television air time has increased from 2 hours to 4 hours a day. During the week, there is free air time when a patient or staff member can request a specific video be shown. This helps create a flexible schedule so that all patients have access to educational services.

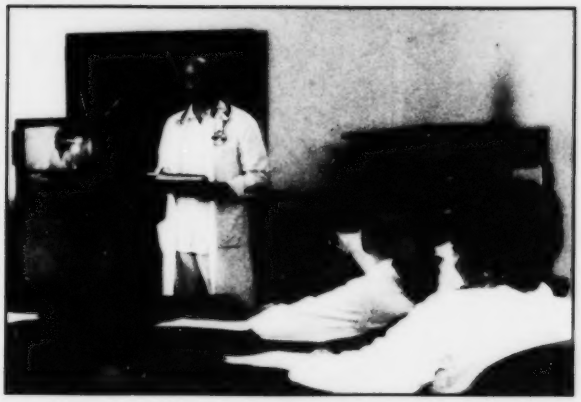
One such program deals with Open Heart Surgery. Joe Braun had open heart surgery in May of 1989. Although surgery of this magnitude can be very frightening, Joe and his family found the open heart program and the subsequent discussion with his nurse answered his questions and helped to allay his fears.

It was during his surgical experience that Joe learned about the invaluable work of the hospital Volunteers. Now a member of the Plains Health Centre Volunteers, Joe spends a great deal of time visiting with and assisting patients.

A multi-disciplinary approach has provided patients with primary information on diets, medication, convalescent and rehabilitative activities and has assisted in preparing patients for their surgery. The P.E.T. programs are augmented by patient education classes where individual concerns and questions can be answered.

The Patient Education Television is operated from the Staff Development Department. The Patient Educator along with staff from other departments work together to develop the P.E.T. schedule.

The success of the Patient Education Television is due to the dedication of the staff and physicians who recognize the benefits of providing primary information to patients.



STAFF EDUCATION CHANNEL

The year 1990 saw the Plains Health Centre expand it's delivery of education services to include Staff Education Television. This allows most of the hospital personnel access to educational sessions close to their departments or in their department.

Upcoming features are advertised weekly on the Staff Development Calendar which is circulated to all departments. These topics range from in-house productions to purchased or rented programs, as well as those from community resources.

The daily broadcasts are repeated on evenings or nights and weekends. This allows staff to watch programs, as time permits, in their own departments.

The multi-departmental input into the programming keeps information current and creates staff awareness of the changes in other departments.

The Staff Channel is operated by Staff Development. It has proven to be effective in the delivery of either general interest topics to all staff or more in depth information for target groups.

VOLUNTEERS AND AUXILIARY - A VITAL ROLE IN HEALTH CARE

PASQUA HOSPITAL

The Pasqua Hospital Auxiliary was organized in 1981 and is affiliated with the Saskatchewan Health-Care Auxiliaries Association.

Services are provided throughout the hospital and vary from department to department. In Admitting, Emergency and the Ophthalmology Outpatient Clinic, patients are greeted by a volunteer and are assisted with admitting or discharge procedures. Patients may also be accompanied by a volunteer as they go to other departments for examinations or tests.

Volunteers in long-term care and other nursing units render assistance with meals, letter writing or reading and often provide support for families.

Pediatric volunteers help feed and dress the youngsters, always providing TLC - a hug or cuddle to comfort the frightened or lonely child.

The Auxiliary Hair Care Salon provides services to patients, staff and visitors. Volunteers assist by booking appointments and transferring the patients from the wards to the salon.

A major fund raising project — the Gift Shop — is open 7 days a week. An off-shoot from the shop is the gift cart — "a mini-gift shop on wheels" — which makes daily rounds to the nursing units.

Other successful fund raisers to support the hospital include bake sales, book sales, raffles, bingo, and the sale of gift certificates. To date, the Auxiliary has purchased a piano, clothes washer and dryer, culposcopy instruments, a $65,000 laser beam unit and a commitment of $250,000.00 toward the purchase of the C.T. Scanner.

The Auxiliary delivers the daily newspaper to designated private rooms, supplies layettes to the Social Work Department and mittens and toques for premature babies, and knits finger puppets for the outpatient lab. The members also assist the Public Relations Department by assembling the patient information brochures and the material for fund raising mail-outs.

The Auxiliary has dedicated their services to the ill, underprivileged, elderly and handicapped. Challenges are easily overcome because of the great support from the Auxiliary members and a terrific liaison with the hospital's Administration. We look forward to another gratifying year of service.

Audrey Yakichuk

Audrey Yakichuk
President
Pasqua Hospital

PLAINS HEALTH CENTRE

Many valuable hours of patient and visitor support and companionship are annually provided by the Volunteers at the Plains Health Centre. During the 1989-90 fiscal year, 9,400 hours of service were provided by 166 volunteers. Our membership includes teenagers, homemakers, people employed in full-time and part-time occupations and retirees.

In the Admitting Department, Volunteers attend the Information Desk and supply general information to hospital visitors. Incoming patients are greeted by a volunteer who will assist them during the admitting process.

On the Medical and Surgical nursing units, Volunteers provide patient companionship and support, as well as assist with the delivery of patient mail, menus and flowers.

A Patient Library Cart circulates the nursing units twice weekly, with the Volunteers distributing books, magazines and accommodating special requests for reading material.

In the Intensive Care/Constant Observation Unit, the Volunteers provide a liaison between the waiting room and the Unit. They assist the families who are waiting in this area by providing support and information about the hospital. They also maintain a coffee service for the benefit of the visitors to this area.

A Diversional Stimulation program is provided once a week for the long stay patients. Activities such as music, games, films, and seasonal activities help to stimulate and entertain the patients.

Volunteers are available for many additional unscheduled services such as accompanying patients on appointments out of the hospital, sitting with patients when family members are not available, assembling patient information booklets and materials for the fund raising mail-outs. Volunteers assist patients who wish to attend periodic entertainment programs and are also involved in planning and providing a special Christmas program for patients.

We are grateful to our many dedicated volunteers who commit their time to providing many hours of supplemental service to all our patients and visitors.

Ruth Taylor
Coordinator of Volunteers
Plains Health Centre

Throughout the year we make new friends and keep in touch with old friends. The South Saskatchewan Hospital Centre is no exception and many of our friends are those who write to let us know they are feeling well again and wish to help in the care of others. With the thoughtfulness and generosity of so many people and organizations, we have been able to supplement the capital budget to purchase equipment and furnishings. Other specific donations have enabled staff to travel to other centres to participate in educational sessions which benefit both patients and their co-workers.

Some of the equipment and furnishings purchased as a result of donations include: patient controlled analgesic pumps, replacement beds and other furnishings for patient rooms, monitoring equipment, warming cupboard for the Emergency Department, exercise equipment for orthopedic patients, wheelchairs, and infusion pumps.

The Hospitals of Regina Foundation, through fund raising activities and donations, provided the Centre with additional funds which complemented our capital budget for equipment purchases.

These additional funds to the Centre have made it possible to maintain our commitment to provide the highest standard of care possible to our patients.

We wish to thank the many Friends of Pasqua Hospital and Plains Health Centre for their continued interest in and support of our work.

YOU make a difference so that we can make a difference for you.

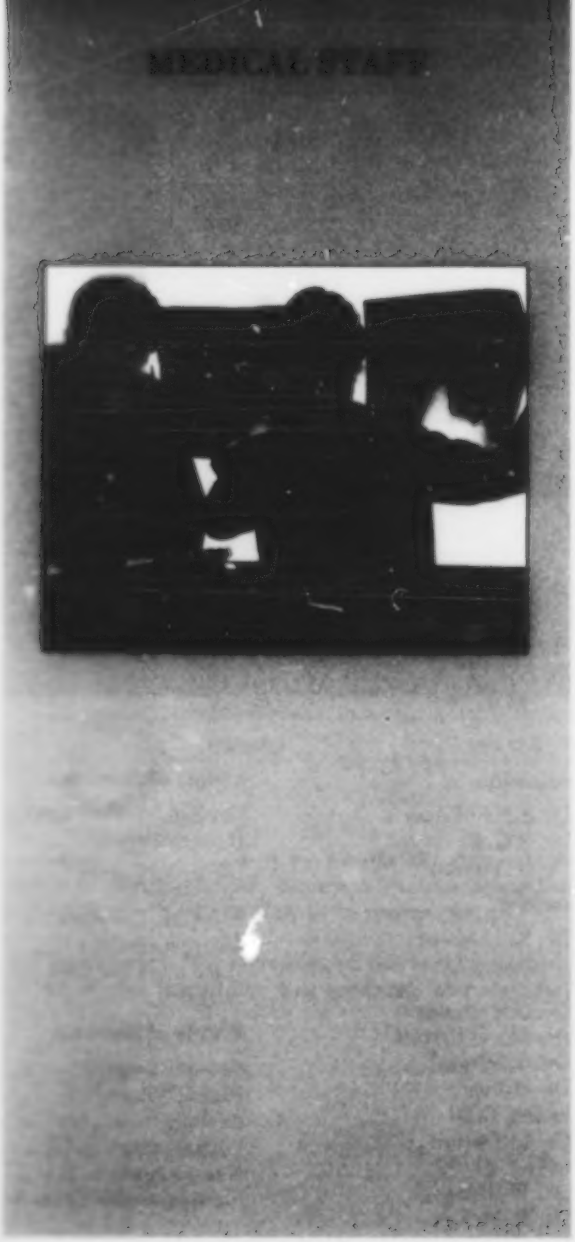
We regret that space does not permit us to include the names of everyone whose generous gifts have benefitted our patients and our facilities. We do, however, wish to acknowledge those who donated $1,000.00 or more during the year.

Mr. & Mrs. Norman Baker
Mr. & Mrs. Cornelis Beek
Mrs. Olga Bell
Mr. & Mrs. Lionel Bourgeois
Mr. William Christie
Mr. Wilbert Currie
Deidra Davis Trust Fund
Mrs. Kay Dion
Mrs. Helen Ellingson
Mr. William Ford
Mrs. Lily Frew
Ms. Heather Grant
Mr. Albert Harris
Mrs. Edna Hildahl
Mr. & Mrs. Henry Immel
Mrs. Marjorie Kaltenbrunner
Mr. & Mrs. W. Kostick
Mr. Jerome Kunz
Mr. William Lang
Dr. C.H. Lee
Mr. A. Linka
Mr. William McGinn
Mr. & Mrs. Stuart McIntyre
Mr. Thomas Messham
Mr. Kenneth Mything
Mr. Joseph O'Connor
Miss Gladys Oddie
Mr. James Rothwell
Mr. George Scharnatta
Mr. & Mrs. Aloysius Selinger
Mr. & Mrs. Donald Slager
Mr. C. Solomon
Mr. & Mrs. Peter Swytun
Mr. George Tait
Mr. Wilfred Trithart
Mrs. Marybelle Undseth

Mr. Frederick Ward
Mr. George Warnke
Mr. & Mrs. August Weger
Mrs. Bertha Wenzel
Auxiliary of Pasqua Hospital
Canadian Liver Foundation
Empire Rebekah Lodge #43
First City Financial Corporation Limited
Glaxo Canada Inc.
IBM Canada Ltd.
Independent Order of Foresters
Loraas Disposal Ltd.
Naomi Rebekah Lodge #3
Nordic Inc.
Odd Fellow and Rebekah Lodges of Regina
Odd Fellow & Rebekah Visual Research Foundation
Order of the Royal Purple, Lodge #4
Order of the Royal Purple, Lodge #358
Regina City Policemen's Association
St. Peter's Men's Club
Z99-FM Radio Statio

A special thank you to those whose gifts were given in memory of the following:

Alex Aitken
Fred Argue
Reginald Balderston
Robert Barrickman
Frank Bell
Andrew Bonar
Wilbet Catley
Violet Cundall
Michael Demeter
Patricia Drope
Phyllis Elchyson
Fred Fletcher
Allan Foster
Josephine Freestone
Rose Graham
Michael Gummer
Clifford Hart
Wayne Heinrich
Gordon Hudson
Frank James
Karl Kaminski
Minnie Keith
Herb Keller
Leslie King
Fred Klaus
Mathew Korell
Gary Kwochka
Wai Fong Lee
Jean Linka
Doug Linnen
Jacob Machmer
Dr. J.H. Macintosh
John Mezzanc
Lakate Miller
Mrs. J. Moore
Robert Mortimer
Minnie Nelson
Bette Obet
Walter Pelzer
John Pugh
Bessie Raymond
Charlie Reid
Leonard Ribling
John Roubke
Frank Ruzicka
Philip Schmidt
Lila Senft
Angus Silzer
Grace Simington
Gerald Solvey
John A. Stickle
Vera Stinson
Anna Symchyshyn
Jim Traynor
Doris Edith Wagner
Glynn Watkin
Annie Weatherald
Edward Wilcox
Alberta Wright
George Yeo
Reg Yeomans



PASQUA HOSPITAL

Chief of Staff	Dr. G.R. Heinrich
Deputy Chief of Staff	Dr. R.W. Laursen

Officers of the Medical Staff Organization

President	Dr. J.C. Hubbard
Vice-President	Dr. D.F. Duguid
Secretary Treasurer	Dr. L. Tomkins

Heads of Departments

Anaesthesia	Dr. G.R. Heinrich
Cancer Services	Dr. G.H. Ewing
Emergency Department	Dr. J.C. O'Carroll
Family Medicine	Dr. R.W. Laursen
Medicine	Dr. T.A. Wigmore
Nuclear Medicine	Dr. M.H. Malik
Obstetrics & Gynecology	Dr. S.V. Sood
Pathology	Dr. E.C. Alport
Pediatrics	Dr. O.R. Rivera
Psychiatry	Dr. D.K. MacRae
Radiology	Dr. N.G. Devitt
Surgery	Dr. W.D. MacRae

Chiefs of Service

General Surgery	Dr. D.S. Ahmed
Opthalmology	Dr. D.G.G. Ash
Orthopedics	Dr. J.R.S. Froggatt
Otolaryngology	Dr. F.J. Frederick
Urology	Dr. R.W. Bridge
Dental Surgery	Dr. R. Whyte

* at March 31, 1990

PLAINS HEALTH CENTRE

Officers of the Medical Staff Organization

President	Dr. E.F.G. Busse
Vice-President	Dr. B.G. Barootes
Secretary-Treasurer	Dr. N. Habib

Chairman, Medical Advisory Committee

.....	Dr. R. Cameron

Heads of Departments

Anaesthesia	Dr. G.H. Hodgson
Emergency Services	Dr. J.C. O'Carroll
Family Medicine	Dr. G. White
Nuclear Medicine	Dr. E. Lepp to Oct. 6/89
Pathology	Dr. D. Dexter to Oct. 31/89
Radiology	Dr. W. Brown
Medicine	Dr. R. McKay

Chiefs of Sections

General Internal Medicine	Dr. G.E. Sinclair
Dermatology	Dr. R. McKay
Cardiology	Dr. G. Garbe
Neurology	Dr. C.P. Nair
Rheumatic Disease	Dr. N. Verdejo
Gastroenterology	Dr. M. Larsen
Intensive Care Unit (Director)	Dr. P. Satish
Surgery	Dr. R. Cameron

Chiefs of Sections

General Surgery	Dr. R. Cameron
Plastic Surgery	Dr. E. Alvarez
Urology	Dr. E. Tse
Orthopedics	Dr. B. Bachynski
Neurosurgery	Dr. K. Kumar
Cardiovascular Thoracic Surgery	Dr. E.F.G. Busse

* at March 31, 1990

The South Saskatchewan Hospital Centre showed an overall operating surplus of $388,175. for the 1989/90 fiscal year. Additional information in regard to the operating of each Division is shown below and in the unaudited schedules and reports attached to the consolidated financial statements.

	Pasqua Hospital	P.H.C.	S.S.H.C.
Total Revenue	45,519,578	39,927,831	85,447,409
Total Expenses	45,270,912	39,788,322	85,059,234
Operating Surplus (deficit)	248,666	139,509	388,175

The efforts and dedication of all staff and in particular the department heads in operating within budget is recognized and is one of the main factors contributing to the financial success of the South Saskatchewan Hospital Centre in recent years.

In conclusion, I would like to thank the members of the management team and the Finance and Personnel Committee of the Board for the guidance and dedication in the past year.

John E. Allen, C.A.,
Director of Finance.

AUDITOR'S REPORT

To the Members of the Legislative Assembly
of Saskatchewan

I have examined the balance sheet of The South Saskatchewan Hospital Centre as at March 31, 1990 and the statements of equity in fixed assets, unappropriated equity, appropriated equity, operations and changes in financial position for the year then ended. My examination was made in accordance with generally accepted auditing standards, and accordingly included such tests and other procedures as I considered necessary in the circumstances.

In my opinion, these financial statements present fairly the financial position of The South Saskatchewan Hospital Centre as at March 31, 1990 and the results of its operations and changes in its financial position for the year then ended in accordance with the accounting principles disclosed in Note 1 to the financial statements applied on a basis consistent with that of the preceding year.

Regina, Saskatchewan
June 15, 1990

G. F. Wendel, C.A.
A/Provincial Auditor

SOUTH SASKATCHEWAN HOSPITAL CENTRE
BALANCE SHEET
As At March 31, 1990

(with comparative figures as at March 31, 1989)

	1990	1989
ASSETS		
Current:		
Cash on hand and in bank	$ 719,792	$ 761,714
Short term investments at cost which approximates market value	7,999,904	4,874,843
Accounts receivable Saskatchewan Health - H.S.B. (Note 8)	4,145,542	4,188,981
Accounts receivable - S.P.M.C.	1,154,707	163,058
Accounts receivable less allowance for doubtful accounts - (1990-$34,446; 1989-$45,149)	2,055,892	1,435,170
Inventories at cost	2,117,829	2,217,069
Prepaid expenses	313,592	261,026
Supplier advance - current portion	---	80,000
Total Current Assets	18,507,258	13,981,861
Non-Current:		
Accounts receivable (Note 9)	491,575	---
Supplier advance	---	170,000
Designated Hospital Revenue Tax Funds:		
Short term investments - at cost which approximates market value (Note 4)	3,456,049	2,028,613
Fixed:		
Building, equipment and leasehold improvements (Notes 1 (e) and 3)	68,215,846	67,121,374
	$90,670,728	$83,301,848
LIABILITIES AND EQUITY		
Current:		
Accounts payable and accrued liabilities	$ 6,561,595	$ 4,782,675
Accrued vacation pay	3,846,157	3,462,719
Donations and patients' trust fund	1,010,725	1,067,440
Medical recruitment fund	345,600	344,251
Advances from Saskatchewan Health - H.S.B.	1,792,705	1,309,675
Total Current Liabilities	13,556,782	10,966,760
Equity:		
Equity in fixed assets - Statement 2	68,215,846	67,121,374
Unappropriated equity - Statement 3	5,218,043	2,557,294
Appropriated equity - Hospital Revenue Tax Funds - Statement 4	3,680,057	2,656,420
	77,113,946	72,335,088
	$90,670,728	$83,301,848

(See accompanying notes to the financial statements)

SOUTH SASKATCHEWAN HOSPITAL CENTRE
STATEMENT OF EQUITY IN FIXED ASSETS
Year Ended March 31, 1990

(with comparative figures for the previous year)

	1990	1989
Balance, beginning of year	$67,121,374	$68,729,575
Fixed asset purchases during year	5,169,582	2,275,127
Depreciation	(4,050,328)	(3,866,352)
Net book value of assets sold	(24,782)	(16,976)
Balance, end of year - to Statement 1	$68,215,846	$67,121,374

(See accompanying notes to the financial statements)

SOUTH SASKATCHEWAN HOSPITAL CENTRE
STATEMENT OF UNAPPROPRIATED EQUITY
Year Ended March 31, 1990

(with comparative figures for the previous year)

	1990	1989
Balance, beginning of year	$ 2,557,294	$ 1,871,694
Surplus (deficit) from operations (Statement 5)	388,175	(168,446)
Surplus from ancillary operations (Note 1 (c) and 2)	1,757,701	1,082,168
Funds received for the purpose of acquiring building, equipment and leasehold improvements:		
Equipment grants from Saskatchewan Health - H.S.B. (Note 6 (a))	2,668,785	1,210,376
Construction financing received from the Saskatchewan Property Management Corporation (Note 6 (b))	1,918,258	233,001
Donations	907,938	476,873
Hospital Revenue Tax funds	168,639	86,149
Other	---	5,771
Purchase of fixed assets	(5,169,582)	(2,275,127)
Proceeds from sale of equipment	20,835	34,835
Balance, end of year - to Statement 1	$ 5,218,043	$ 2,557,294

(See accompanying notes to the financial statements)

SOUTH SASKATCHEWAN HOSPITAL CENTRE
STATEMENT OF APPROPRIATED EQUITY - (HOSPITAL REVENUE TAX FUNDS)
Year Ended March 31, 1990

(with comparative figures for the previous year)

	1990	1989
Balance, beginning of year	$ 2,656,420	$ 1,684,555
Funds received under The Hospital Revenue Act	1,192,276	1,058,014
Funds used to acquire buildings, equipment and leasehold improvements	(168,639)	(86,149)
Balance, end of year (Note 1 (g) and 4) - to Statement 1	$ 3,680,057	$ 2,656,420

(See accompanying notes to the financial statements)

SOUTH SASKATCHEWAN HOSPITAL CENTRE
STATEMENT OF OPERATIONS
Year Ended March 31, 1990

(with comparative figures for the previous year)

	1990	1989
REVENUE:		
Inpatient service	$75,656,677	$68,693,521
Outpatient service	7,304,893	5,964,059
Other	2,485,839	2,176,688
Total Revenue	85,447,409	76,834,268
EXPENSES:		
Salaries, fringe benefits and other remuneration	60,474,457	55,177,281
Medical and surgical supplies and drugs	9,799,169	8,593,411
Maintenance and repair	2,208,496	1,845,204
Utilities	2,064,296	2,091,470
Laundry	1,961,747	1,773,268
Food	1,421,679	1,333,847
Other	7,129,390	6,188,233
Total Expenses	85,059,234	77,002,714
Surplus (deficit) from operations	$ 388,175	$ (168,446)

(See accompanying notes to the financial statements)

SOUTH SASKATCHEWAN HOSPITAL CENTRE
STATEMENT OF CHANGES IN FINANCIAL POSITION
Year Ended March 31, 1990

(with comparative figures for the previous year)

	1990	1989
Cash provided by (used in) operating activities:		
Surplus (deficit) from operations (Statement 5)	$ 388,175	$ (168,446)
Surplus from ancillary operations (Note 2)	1,757,701	1,082,168
Net change in non-cash working capital (Note 7)	1,089,894	1,847,233
Cash provided by operating activities	3,235,770	2,760,955
Cash provided by (used in) investment activities:		
Designated hospital revenue investments - net	(1,427,436)	(1,484,233)
Capital expenditures	(4,163,815)	(2,286,347)
Proceeds on disposal of fixed assets	20,835	34,835
Accounts receivable - non-current portion	(491,575)	---
Supplier advance - non-current portion	170,000	(170,000)
Cash used in investment activities	(5,891,991)	(3,905,745)
Cash provided by (used in) financing activities:		
Capital funding from:		
Saskatchewan Health - H.S.B. (Note 6 (a))	3,277,290	1,353,254
Saskatchewan Property Management Corporation ((Note 6 (b))	1,115,294	348,571
The Hospital Revenue Act	1,192,276	1,058,014
Other	154,500	312,765
Cash provided by financing activities	5,739,360	3,072,604
Net increase in cash position	3,083,139	1,927,814
Cash and short-term investments, beginning of year	5,636,557	3,708,743
Cash and short-term investments, end of year	$ 8,719,696	$ 5,636,557

(See accompanying notes to the financial statements)

SOUTH SASKATCHEWAN HOSPITAL CENTRE
NOTES TO THE FINANCIAL STATEMENTS
March 31, 1990

1. Accounting Policies

These financial statements are prepared in accordance with the following accounting policies which are considered appropriate for organizations of this type:

(a) Accrual Accounting

The South Saskatchewan Hospital Centre follows the accrual method of accounting.

(b) Revenue

Provincial operating grant revenue is recorded on an accrual basis. Estimated surpluses (deficits) are recorded as repayable (receivable) in accordance with the funding policy applicable to each fiscal year as determined by Saskatchewan Health - Hospital Services Branch (H.S.B.). Adjustments to estimated surpluses or deficits, as determined in the annual settlement review by H.S.B., are accounted for as adjustments to Inpatient service revenue in the year that they are determined.

(c) Ancillary Revenue

Ancillary operations are shown in the Statement of Unappropriated Equity. This is done to reflect only the operating activities of The South Saskatchewan Hospital Centre in the Statement of Operations.

(d) Inventories

Inventories are valued at cost, determined on the first in, first out basis.

(e) Fixed Assets

Fixed assets are initially recorded at cost. Normal maintenance and repairs are expensed as they are incurred.

Depreciation is calculated on the straight-line basis. The leasehold improvements of the Pasqua Hospital are amortized over the remaining life of the lease. The building costs of the Plains Health Centre are depreciated at 2.5% per annum. Equipment is generally depreciated in accordance with procedures set out in the Canadian Hospital Accounting Manual.

The acquisition of fixed assets of the Centre is partially funded through government grants. Since these grants are of a non-operating nature, they are not included in the Statement of Operations but are recorded directly in the Statement of Unappropriated Equity. A provision for depreciation, therefore, does not appear in the Statement of Operations but is charged to Equity In Fixed Assets to reflect the decrease in the unamortized cost of the fixed assets.

(f) Accrued Vacation Pay

Current global funding practice recognizes the cost of vacation pay on a cash basis as opposed to an accrual basis (ie. when the vacation is actually taken). The Centre has adopted the accounting policy of recording accrued vacation pay for all staff and a corresponding amount of income from Saskatchewan Health - H.S.B. in the year in which the vacation leave and income are earned rather than the year the vacation leave and income are paid.

(g) Hospital Revenue Act

Under The Hospital Revenue Act, the City of Regina provides funding to the Centre. One half of these funds are initially classified as "frozen" since the approval of the Minister of Health is required before expenditures can be made.

2. Ancillary Operations

Saskatchewan Health - H.S.B. permits Hospitals to retain net income earned from non-operating activities.

	1990	1989
Revenue		
Ancillary operations	$ 1,027,903	$ 909,189
Investment income	967,234	422,652
	1,995,137	1,331,841
Expenses	237,436	249,673
Surplus	$ 1,757,701	$ 1,082,168

3. Building, Equipment and Leasehold Improvements

	1990			1989
	Cost	Accumulated Depreciation	Net Book Value	Net Book Value
Pasqua Hospital				
-construction in progress	$ 1,880,265	$ ---	$ 1,880,265	$ 151,458
-building construction & leasehold improvements subsequent to September 1, 1972	52,942,186	8,711,590	44,230,596	45,336,113
-equipment	17,596,322	11,032,676	6,563,646	6,562,415
Plains Health Centre				
-construction in progress	317,068	---	317,068	11,600
-building	15,727,408	6,050,159	9,677,249	10,051,136
-equipment	14,568,299	9,021,277	5,547,022	5,008,652
	$103,031,548	$34,815,702	$68,215,846	$67,121,374

The Board of Governors of The South Saskatchewan Hospital Centre has leased the Pasqua Hospital from the Saskatchewan Property Management Corporation for a term of thirty-three years beginning September 1, 1972, for a nominal rental of $1 per year.

4. Hospital Revenue Tax Funds

At March 31, 1990, the balance of the Hospital Revenue Tax funds amounted to $3,680, 057 (1989 - $2,656,420). Included in this amount is $3,456,049 (1989 - $2,028,613) which is designated as follows:

(a) $1,710,837 (1989 - $1,114,762) which requires Minister of Health approval prior to being spent.

(b) $1,745,212 (1989 - $913,851) for the implementation of Hospital Information Systems out of a total of $2,000,000 (1989 - $1,000,000) committed for this project.

5. Commitments

At March 31, 1990, the Centre had fixed asset commitments of $2,774,038 (1989 - $1,052,134).

6. Operating, Equipment and Capital Construction Funding

(a) Operating and Equipment Grants

Saskatchewan Health - Hospital Services Branch provides operating and equipment grants to the Centre. During the year ended March 31, 1990, operating grants totalled $80,874,370 (1989 -$72,617,380) and equipment grants totalled $2,668,785 (1989 - $1,210,376).

(b) Capital Construction Funds

Funding for capital projects is arranged through agreements with the Saskatchewan Property Management Corporation (S.P.M.C.) and Saskatchewan Health. Under the terms of the agreements, the repayment requirements of the obligations and the interest rate applicable to the funding received are as determined from time to time by the Minister of Finance. The agreement states that the obligation of the Centre is limited to an amount equal to the funds received from Saskatchewan Health for this repayment purpose and also provides for the repayment of these funds by Saskatchewan Health directly to S.P.M.C. on behalf of the Centre. Due to the nature of this agreement, no liability is recorded in the financial statements of the Centre. Loan proceeds from S.P.M.C. are recorded as capital grants in the year in which they are received/ receivable.

During the year ended March 31, 1990, capital construction funds received totalled $1,918,258 (1989 - $233,001). The balance of loans outstanding including accrued interest with respect to this financing arrangement at March 31, 1990 was $6,832,542 (March 31, 1989 - $5,500,156).

7. Net Change in Non-Cash Working Capital

	1990	1989
Accounts receivable	$ (621,035)	$ (127,470)
Inventories	99,240	78,919
Prepaid expenses	(52,566)	97,426
Supplier advance - current portion	80,000	(80,000)
Accounts payable and accrued liabilities	773,153	282,925
Accrued vacation pay	383,438	210,182
Donations and patients' trust fund	(56,715)	628,637
Medical recruitment fund	1,349	248,251
Advances from Saskatchewan Health - H.S.B.	483,030	508,561
	$ 1,089,894	$ 1,847,211

8. Accounts Receivable Saskatchewan Health - H.S.B.

	1990	1989
Vacation pay accrual	$ 3,846,157	$ 3,462,719
Operating expenditures	164,266	206,761
Equipment grant	---	383,888
Medical recruitment fund	135,119	135,613
	$ 4,145,542	$ 4,188,981

9. Accounts Receivable

The South Saskatchewan Hospital Centre provided staff with the opportunity to purchase computer equipment and software by offering three year interest free loans to employees. Under this arrangement, promissory notes, payable upon demand, totalling $785,951 were received from 206 employees who were given the option to repay the outstanding amount by 78 equal bi-weekly deductions from payroll.

10. Related Party Transactions

Included in these financial statements are income and expense amounts resulting from routine operating transactions conducted at prevailing market prices with various Crown-controlled hospitals, departments, agencies and corporations with which the Centre is related.

Account balances resulting from these transactions are included in the Balance Sheet and are settled on normal trade terms.

Other amounts owing to related parties and their terms of settlement are described separately in the financial statements and notes thereto.

11. Pension Plan

Employees of the Centre participate in the Saskatchewan Health-Care Association Retirement Plan which is a multi-employer defined benefit pension plan. The Centre participates in the plan on a defined contribution

basis whereby it contributes to the plan a fixed amount proportional to the amount contributed by the employees. The amount of these contributions during the year was $1,720,900 (1989 - $1,593,958) and is included in Salaries, fringe benefits and other remuneration.

12. Incorporation

The South Saskatchewan Hospital Centre is continued under The South Saskatchewan Hospital Centre Act.

SOUTH SASKATCHEWAN HOSPITAL CENTRE

DIVISION OPERATIONS

The following information is unaudited and is not covered by the Auditor's Report which immediately precedes the Balance Sheet. This additional information is presented in regard to the operations of each Division within The South Saskatchewan Hospital Centre.

PASQUA HOSPITAL
A Division of The South Saskatchewan Hospital Centre

SCHEDULE OF OPERATIONS
Year Ended March 31, 1990
(Unaudited)

	1990	1989
REVENUE:		
Inpatient service	$39,087,380	$35,186,057
Outpatient service	4,834,844	3,546,794
Other	1,597,354	1,327,073
Total Revenue	45,519,578	40,059,924
EXPENSES:		
Salaries, fringe benefits and other remuneration	33,343,353	29,974,733
Medical and surgical supplies and drugs	4,318,211	3,823,997
Maintenance and repair	1,245,202	997,624
Utilities	1,246,011	1,253,868
Laundry	1,118,732	993,577
Food	780,270	714,591
Other	3,219,133	2,571,698
Total Expenses	45,270,912	40,330,088
Surplus (deficit) from operations	$ 248,666	$ (270,164)

PASQUA HOSPITAL

A Division of The South Saskatchewan Hospital Centre

STATISTICAL REPORT

Year Ended March 31, 1990

(With comparative figures for the previous year)

	1990	1989
Admissions	14,733	14,023
Patient days	123,913	120,938
Average daily census	339.49	331.34
Average days stay	7.96	8.73
Newborn admissions	1,445	1,538
Newborn days	6,337	6,744
Average days stay - newborn	4.37	4.37
Delivery room cases	1,438	1,530
Operating room - surgery cases	10,684	10,291
Day surgery	8,048	6,148
Emergency visits	62,457	58,266
Ophthalmology - visits	8,628	4,701
Laboratory - units	4,573,156	4,373,045
Radiology - examinations	63,368	61,626
C.T. scanner - examinations	4,449	4,195
Cytology - units	1,389,398	1,372,871
Diagnostic laboratory - units	806,696	638,201
Nuclear medicine - procedures	6,129	5,352
Respiratory therapy - treatments	13,539	18,580
Physical therapy - visits	24,091	24,016
Meal days	178,817	174,398
Laundry pounds	2,053,065	1,931,955

PLAINS HEALTH CENTRE
A Division of The South Saskatchewan Hospital Centre

SCHEDULE OF OPERATIONS
Year Ended March 31, 1990
(Unaudited)

	1990	1989
REVENUE:		
Inpatient service	$36,569,297	$33,507,464
Outpatient service	2,470,049	2,417,265
Other	888,485	849,615
Total Revenue	39,927,831	36,774,344
EXPENSES:		
Salaries, fringe benefits and other remuneration	27,131,104	25,202,548
Medical and surgical supplies and drugs	5,480,958	4,769,414
Maintenance and repair	963,294	847,580
Utilities	818,285	837,602
Laundry	843,015	779,691
Food	641,409	619,256
Other	3,910,257	3,616,535
Total Expenses	39,788,322	36,672,626
Surplus (deficit) from operations	$ 139,509	$ 101,718

PLAINS HEALTH CENTRE

A Division of The South Saskatchewan Hospital Centre

STATISTICAL REPORT

Year Ended March 31, 1990

(With comparative figures for the previous year)

	1990	1989
Admissions	10,199	9,957
Patient days	86,881	86,300
Average daily census	238.03	236.44
Average days stay	8.52	8.84
Operating room - surgery cases	5,695	5,610
Day surgery	2,567	2,103
Emergency visits	27,741	27,567
Family medicine teaching unit - visits	14,575	15,136
Ambulatory care - visits	1,713	1,765
Laboratory - units	3,121,641	3,088,757
Radiology - examinations	46,723	45,519
Diagnostic laboratory - units	1,379,738	1,125,738
Cardiac catheterization laboratory - procedures	2,103	1,795
Nuclear medicine - procedures	2,817	3,123
C.T. Scanner - examinations	6,822	6,282
Respiratory therapy - visits	31,740	30,553
Physical therapy - visits	24,304	25,766
Occupational therapy - visits	2,040	2,248
Meal days	133,031	131,498
Laundry pounds	1,545,923	1,510,078

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